



FY2012 Performance and Accountability Report

**Montgomery County
Fire and Rescue Service**





Montgomery County Fire and Rescue Service (MCFRS) FY 2012 Performance and Accountability Report



MCFRS Alignment to County Priory Objective Areas	
Montgomery County Priory Objective Areas	
<ul style="list-style-type: none"> A Responsive and Accountable County Government Affordable Housing in an Inclusive Community An Effective and Efficient Transportation Network Children Prepared to Live and Learn Healthy and Sustainable Communities Safe Streets and Secure Neighborhoods A Strong and Vibrant Economy Vital Living for All of Our Residents 	

MCFRS Headline Performance Dashboard

Headline Performance Measure	2011 Results	2012 Results	Performance Change
1) Percent Of Residential Structure Fires Confined To The Room Of Origin	82%	82%	
2a) Percentage Of Structure Fire Responses Within 6 Minutes: Urban	55%	56%	
2b) Percentage Of Structure Fire Responses Within 6 Minutes: Suburban	33%	33%	
2c) Percentage Of Structure Fire Responses Within 6 Minutes: Rural	29%	10%	
3a) Percentage Of Advanced Life Support Responses Within 8 Minutes: Urban	57%	62%	
3b) Percentage Of Advanced Life Support Responses Within 8 Minutes: Suburban	48%	51%	
3c) Percentage Of Advanced Life Support Responses Within 8 Minutes: Rural	21%	26%	
4a) Number Of Residential Fire Deaths Per 100,000 Population	0.2	0.4	
4b) Number Of Residential Fire Injuries Per 100,000 Population	2.8	2.6	
5) Cardiac Care: Percent Of STEMI Patients With Door To Balloon Time <90 Min	85.9%	93.7%	
6) Percent Of Commission On Fire Accreditation International Strategic Recommendations Addressed	75%	80%	
7) Fire And Injury Prevention Through Community Outreach	Under Construction		



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MCFRS At A Glance

What MCFRS Does and for Whom

MCFRS Core Function

The core function of the Montgomery County Fire and Rescue Service is to protect lives, property, and the environment with comprehensive risk reduction programs; and safe, efficient, and effective emergency response provided by skilled, motivated, and compassionate service providers representing Montgomery County's diverse population.

Emergency Response

- Response to structure fires to save lives and property
- Response to ALS incidents to save lives in life-threatening medical emergencies
- Response to BLS incidents to triage, treat and transport sick/injured persons
- Response to other all-hazard incidents

Fire Marshal's Office

Fire Code Compliance (FCC) personnel inspect buildings for life safety violations, conduct system tests, and review building plans for fire code compliance. Personnel provide guidance to building owners on correction of violations and conduct re-inspections to ensure code compliance.

Fire and Explosive Investigations (FEI) personnel perform investigations of major fires, potential arsons, fires involving injuries or deaths, and incidents involving actual or potential destructive devices.

Fleet Management

Apparatus and equipment purchase, inspection, testing, and maintenance is overseen by this Section with the exception of that handled directly by LFRDs. The Central Maintenance Facility is operated by the Fleet Section.

How Much / How Many

- **Operating Budget: \$180,013,460**
- **Work Years (WYs): 1243**
- 1133 County-employed emergency positions
- 915 volunteer emergency personnel (FFII and above or EMS Provider I and above)
- 131 County-employed technical and administrative positions
- 49 work sites, including 36 stations
- 34 engines (26 paramedic engines), 25 ambulances, 17 medic units, 15 aerial units (1 paramedic tower), 7 tankers, 6 heavy rescue squads

- **Budget: \$128,991,383; WYs: 1026**

- 109,597 incidents:
 - 80,524 EMS incidents
 - 16,869 fire incidents
 - 12,204 hazmat, rescue, and other
- 207,428 unit responses:
 - 198,865 in-county
 - 8,563 mutual aid

- **FCC Budget: \$4,623,079; WYs: 31**

- Inspections: 7575
- Operational Permits Issued:
 - 24,666 renewals
 - 2,414 new
 - 27,080 total

- **FEI Budget: \$1,705,704; WYs: 12**

- FEI Investigations: 685
 - Fire: 363
 - Explosive: 322

- **Budget: \$3,891,088; WYs: 20**

- Received: 3 EMS units; 1 tanker
- 201 DOT-mandated vehicle inspections performed
- 69 pumps, 25 aerial devices, and 8870 ft (1.7 miles) of ground ladders tested
- Service performed on 16 hydraulic rescue systems (twice each annually)



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MCFRS At A Glance	
What MCFRS Does and for Whom	How Much / How Many
<p><u>Firefighter-Rescuer Wellness and Safety</u></p> <p>The Fire-Rescue Occupational Medical Section (FROMS) provides annual physicals for uniformed personnel, coordinates medical care for injured MCFRS personnel, and provides wellness services to keep MCFRS personnel healthy and return those who have been injured to active service. Safety Officers inspect equipment and facilities and oversee personnel safety at major incidents.</p>	<ul style="list-style-type: none">• Budget: \$14,812,455; WYs: 9• 1,979 annual physicals conducted• 3 life saves of FRS personnel by FROMS [52 cumulative since FY04]• 200 personal protective gear inspections by Safety Office• 40 work site inspections• 2.2% decrease in workman's compensation claims
<p><u>Public Information and Fire Safety & Injury Reduction Education</u></p> <p>The Public Information Office provides incident, safety, and other departmental information to the public via the broadcast and print media and via social media. MCFRS provides fire safety and injury prevention education, child safety seat inspections, and other risk reduction programs. Emphasis is placed on children, seniors, immigrants, health care facility operators, and residents of high-rise buildings.</p>	<ul style="list-style-type: none">• Budget: \$326,900; WYs: 3• 20,000 media calls handled by PIO• 72 news advisories and releases• 1.5 million Facebook post views• 20,504 BlogSpot visits• 4,828 residences visited, with 157 smoke alarms and 160 batteries installed, through the Safety In Our Neighborhood program• 5,604 child safety seats inspected• 608 child safety seats distributed to families in need• 37 Safe Kids outreach events held with 1,053 participants• 55 public and private schools participated in Risk Watch program
<p><u>9-1-1 Call-processing and Dispatch</u></p> <p>MCFRS personnel at the Emergency Communications Center take/process calls for assistance and dispatch MCFRS resources. They also provide pre-arrival instructions to the 9-1-1 caller as needed.</p>	<ul style="list-style-type: none">• Budget: \$6,490,196; WYs: 49• Emergency calls processed: 132,233• Non-emergency calls– incoming/outgoing: 138,682• Total calls: 270,915
<p><u>Training of Firefighter-Rescuers</u></p> <p>MCFRS firefighter-rescuers receive required training at the Fire-Rescue Training Academy, through drills at stations and in the field, and via on-line courses to achieve certifications in fire, rescue, EMS, hazmat, and command competencies. Potential recruits are mentored via the Candidate Physical Ability Training (CPAT) program to develop their physical abilities demanded by the job.</p>	<ul style="list-style-type: none">• Budget: \$2,873,540; WYs: 14• 395 classes taught• 6082 students attending• 129,409 student hours (averaging 21.3 hrs/student)

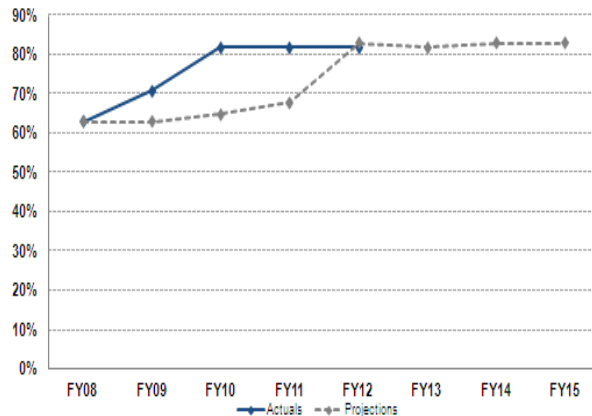


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Headline Performance Measure 1: Percent Of Residential Structure Fires Contained To The Room Of Origin.

Performance Trends



	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	63%	71%	82%	82%	82%			
Projections	63%	63%	65%	68%	83%	82%	83%	83%

Factors Contributing to Current Performance

- Early fire detection
- Presence of sprinkler system
- Readily available and sufficient quantity of water for fire fighting
- Appropriate suppression strategy/tactics
- Additional fire stations in Germantown
- Four-person staffing on 24 of 34 engines
- Well-trained fire fighters

Factors Restricting Performance Improvement

- Response time exceeding 6-minute benchmark goal, thus contributing to fire growth/spread beyond room of origin
- Insufficient number of suppression resources within suburban and rural areas
- Inadequate staffing levels on suppression units (i.e., < 4 personnel on many units; mostly aerial units and rescue squads)

What MCFRS Propose to Do During Coming Year to Improve Performance

- Reduce response time by reducing call-processing and dispatch time and improving turnout time
- Continue implementation of 4-person staffing of engines, aerial units and rescue squads
- Improve water availability in rural areas by increasing the number of ISO-certified static water supply sources, including installation of strategically located cisterns and dry hydrants plus improved vehicle access to drafting sites.
- Retrofit unsprinklered residential high-rises: MCFRS will continue advocating for legislation requiring sprinkler retrofitting of the County's 80+ high-rise and mid-rise residential occupancies lacking sprinkler systems

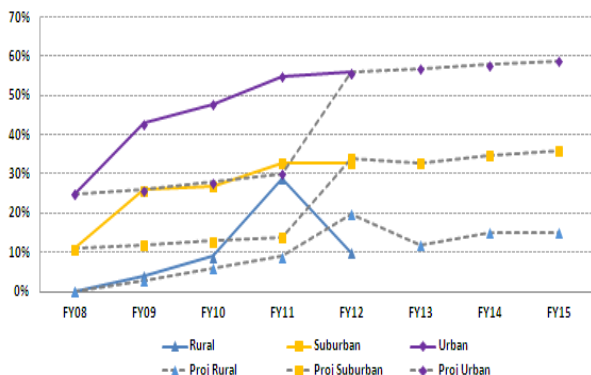


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Headline Performance Measure 2: Response Time To Critical Calls: Percentage Of Structure Fires With First Arriving Engine Within 6 Minute Benchmark Goal.

Performance Trends



		FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	Urban	25%	43%	48%	55%	56%			
	Suburban	11%	12%	13%	14%	15%			
	Rural	0%	2%	5%	10%	12%			
Projections	Urban	25%	26%	28%	30%	34%	37%	40%	43%
	Suburban	11%	12%	13%	14%	15%	16%	17%	18%
	Rural	0%	3%	6%	9%	12%	15%	18%	21%

Factors Contributing to Current Performance

- Station distribution within urban areas
- Newest up-county Stations 22 and 34
- Continued implementation of four-person staffing on engines
- New roads, such as the ICC, offering more routes of travel that help to improve response time
- Station distribution within urban areas
- Newest up-county Stations 22 and 34

Factors Restricting Performance Improvement

- 9-1-1 call-taking, call processing, and dispatching of units is slow process due to use of dated technology and mandated protocols that are time-consuming
- Turnout time that exceeds 90 second goal
- Travel time impacted by road, weather, and/or traffic conditions
- Insufficient staffing levels on suppression units; many 3-person units remain
- Insufficient number of suppression resources in suburban and rural areas

What MCFRS Propose to Do During Coming Year to Improve Performance

- Reduction in time taken to process 9-1-1 calls and dispatch units through use of new technologies, more efficient procedures, and use of universal call-takers
- Reduction in turnout time through future use of new station alerting system and further emphasis on meeting the 90-second goal
- Reduction in travel time through strategically placed stations/resources and, whenever practicable, use of response routes lacking speed humps
- Reduction of false alarms involving buildings that are worst offenders

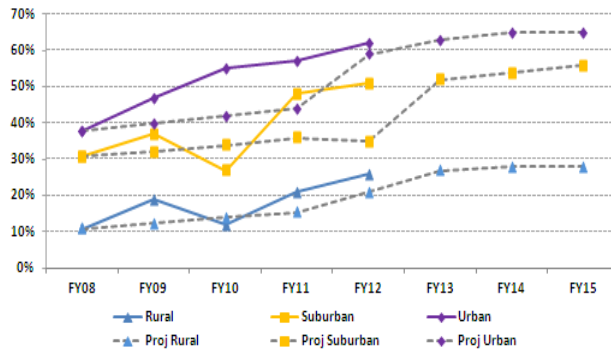


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Headline Performance Measure 3: Percentage Of Advanced Life Support Incidents With First Arriving ALS Unit Within 8 Minute Benchmark Goal.

Performance Trends



		FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	Urban	38%	47%	55%	57%	62%			
	Suburban	31%	37%	27%	48%	51%			
	Rural	11%	19%	12%	21%	26%			
Projections	Urban	38%	40%	42%	44%	59%	63%	65%	65%
	Suburban	31%	32%	34%	36%	35%	52%	54%	56%
	Rural	11%	13%	14%	16%	21%	27%	28%	28%

Factors Contributing to Current Performance

- Station distribution within urban areas
- Newest Upcounty Stations 22 and 34, each with a paramedic engine
- 26 of 34 engines are paramedic engines
- Continued implementation of four-person ALS staffing on engines
- New roads, such as the ICC, offering more routes of travel that help to improve response time

Factors Restricting Performance Improvement

- 9-1-1 call-taking, call processing, and dispatching of units is slow process due to use of dated technology and time-consuming protocols (e.g., EMD)
- Turnout time that exceeds 90 second goal
- Travel time impacted by road, weather, and/or traffic conditions
- Insufficient number of ALS resources in suburban and rural areas

What MCFRS Propose to Do During Coming Year to Improve Performance

- Reduction in time taken to process 9-1-1 calls and dispatch units through use of new technologies, more efficient procedures, and use of universal call-takers
- Reduction in turnout time through future use of new station alerting system and further emphasis on meeting the 90-second goal
- Reduction in travel time through strategically placed stations/resources and, whenever practicable, use of response routes lacking speed humps
- Deploying more ALS resources
- Deploying more BLS units to reduce the number of BLS incidents responses by ALS units

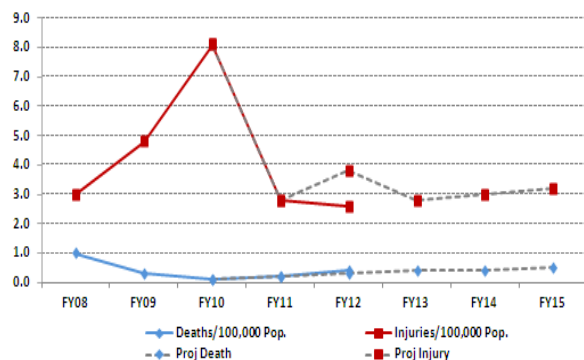


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Headline Performance Measure 4: Number Of Civilian Residential Fire Deaths And Injuries Per 100,000 Residents.

Performance Trends



		FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Results	Deaths	1.0	0.3	0.1	0.2	0.4			
	Injuries	3.0	4.8	8.1	2.8	2.6			
Projections	Deaths			0.1	0.2	0.3	0.4	0.4	0.5
	Injuries			8.1	2.8	3.8	2.8	3.0	3.2

Factors Contributing to Current Performance

- Community outreach emphasizing fire safety/prevention practices
- Requirement for sprinkler systems in new residential construction
- “Fire-safe” cigarettes sold in Maryland
- Free smoke alarms and batteries made available to families in need and installed by fire-rescue personnel

Factors Restricting Performance Improvement

- Occupant behavior causing fires
- Occupant behavior during fires
- Demographic factors – age, race/ethnicity, socio-economic level
- Careless use of smoking materials
- Lack of functioning smoke alarms
- Lack of sprinkler protection
- Lightweight construction contributing to fire growth/spread

What MCFRS Propose to Do During Coming Year to Improve Performance

- Community outreach involving fire prevention and fire safety targeting highest at-risk residents, including seniors, immigrants, and children
- Continued implementation of recommendations of the Senior Citizens Fire Safety Task Force issued in their 2008 study/report
- Continued efforts to encourage sprinkler retrofitting of residential high-rises and garden apartments built before sprinkler systems were required by County Code

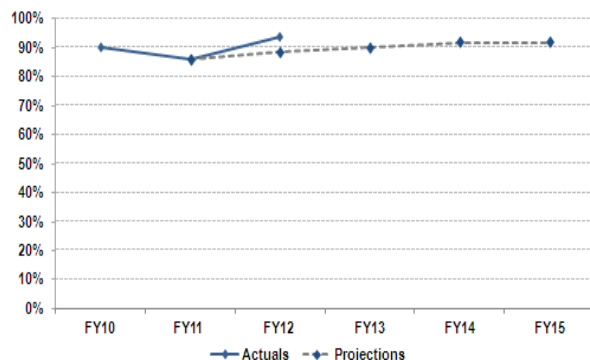


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Headline Performance Measure 5: Cardiac Care: Percentage Of STEMI Patients With Door-To-Balloon (D2B) Time \leq 90 Minutes.

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Results	90.0%	85.9%	93.7%			
Projections		85.9%	89%	90.0%	92.0%	92.0%

Factors Contributing to Current Performance

- Emergency Medical Dispatch protocol
- Tiered EMS response to provide BLS care quickly followed by ALS care and transport
- Skilled ALS providers
- Use of 12-lead EKG monitors
- Use of Lifenet© system to transmit first diagnostic EKG directly to the hospital to set STEMI response system into effect
- Use of Electronic Patient Care Report

Factors Restricting Performance Improvement

- Behavior of individuals – ignoring the signs of a cardiac event; delaying the call to 911
- Demographic factors – age, race/ethnicity, gender
- Patient stability – signs/symptoms presented by the STEMI patient upon arrival in the hospital emergency room delaying transfer to the catheterization lab

What MCFRS Propose to Do During Coming Year to Improve Performance

- Community outreach – educating the public on recognition of a cardiac event occurring; partnering with the Health Department to encourage cardiac healthy lifestyles of County residents
- Training of new ALS providers in basic 12-lead EKG recognition
- Continued education for existing ALS providers in advanced 12-lead EKG recognition
- Tracking EMS-to-balloon (E2B) time - vs. D2B - to better capture the EMS component of the joint EMS/hospital STEMI response system. This will be made possible through the use of Lifenet©.

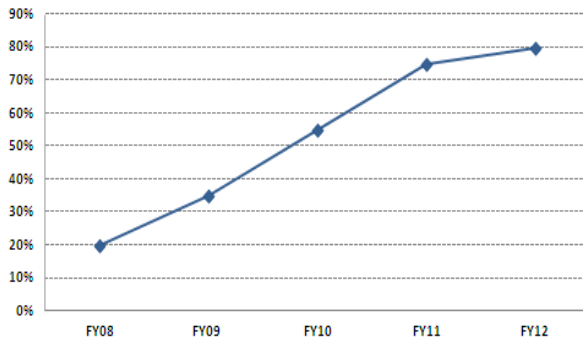


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Headline Performance Measure 6: Percentage Of Accreditation-Related Strategic Recommendations Addressed.

Performance Trends



	FY08	FY09	FY10	FY11	FY12
Results	20%	35%	55%	75%	80%

Factors Contributing to Current Performance

- Designated staff working on accreditation compliance as a collateral duty

Factors Restricting Performance Improvement

- Insufficient resources (i.e., fulltime admin staff; additional field staff) to completely address the recommendations
- Part-time Accreditation Manager
- Lack of staff dedicated to accreditation
- Lack of in-house expertise to perform the required risk assessment
- Lack of in-house technical writers

What MCFRS Propose to Do During Coming Year to Improve Performance

- This headline measure became obsolete on 8-1-12 due to the 5-year accreditation cycle ending and a new set of strategic recommendations being issued to MCFRS by the Commission on Fire Accreditation International.



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Overarching Goals for Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive’s vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *28% increase in average overtime hours used by all approved positions. (Source: Department provides and CountyStat validates)*
- b) *XX% increase/decrease in average Net Annual Work Hours worked by all approved positions (data/information not available yet)*
- MCFRS continues implementation of the “1 and 1” advanced life support (ALS) deployment model in conjunction with the four-person staffing strategy, whereby medic units are staffed by one ALS provider (i.e., EMT-P or EMT-I) and one EMT-B instead of two ALS providers as done in the past. The second ALS provider is assigned as the fourth person on a suppression unit as a firefighter-paramedic resulting in a four-person suppression unit that can also serve as an ALS first-responder apparatus (AFRA). The result is expansion of MCFRS ALS capacity which improves ALS response time and allows paramedics to integrate into fire suppression while increasing staffing on suppression units to the level recommended in NFPA Standard 1710.
- Currently, 17 of the department’s 18 medic units are staffed in accordance with the “1 and 1 model.” MCFRS also staffs 24 engines and 1 aerial unit with 4 personnel, one of which is a paramedic. There are also two ALS engines staffed by three personnel, one of which is a paramedic. The remaining 8 frontline engines are not yet staffed with paramedics; however, the next phases of the deployment model will upgrade these remaining engines to four personnel, including a paramedic.
- MCFRS triages 9-1-1 callers to determine the priority of the medical emergency in order to determine the necessity of sending only one paramedic as part of the response team, or if the medical emergency will require two paramedics for the most serious, time-critical emergencies. This method of resource allocation assures the most appropriate response to all emergencies, while maintaining a level of response time reliability across the County.
- The Office of the Fire Marshal makes maximum use of digital communication technology to make historical date and reference information available to inspectors in remote work sites. In addition, digital photography and text message transmissions are used to confer with other staff for opinions on how to approach a problem. Use of these technologies reduces the need for personnel in the field having to drive back to the office to confer with colleagues, resulting in greater productivity.

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- The Travilah Fire Station is under construction and will open in FY14. “Station 32” will allow for the strategic deployment of fire-rescue resources in a high-density, growing area where response times have been consistently higher than response time goals established by the County.
- MCFRS has been awarded a Staffing for Adequate Fire and Emergency Response (SAFER) Grant for federal FY2011. The grant will allow for the hiring of 23 career firefighters who will be deployed in accordance with MCFRS staffing priorities, including the restoration of services to include an aerial unit in Battalion 1 and staffing of an EMS unit in the N. Potomac/Darnestown area.

2) **Internal Controls and Risk Management:**

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) XX% of XX Audit report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit will provide to CountyStat) (N/A – no audit reports issued in the last 12 months)

b) 2% decrease (466 in FY11 to 455 in FY12) in number of work-related injuries (Source: Risk Management will provide to CountyStat)

- The MCFRS Safety Section:
 - Inspects all MCFRS facilities to ensure compliance with OSHA regulations and other safety standards. Several non-compliant fire stations have been brought into compliance; thus increasing employee and visitor safety as well as reducing labor concerns.
 - Inspects employees’ personal protective equipment annually to ensure compliance with NFPA Standards 1971 and 1851; thus increasing employee safety and reducing potential injury.
 - Conducts and/or reviews all MCFRS injury and collision investigations. The Section looks for trends to reduce the occurrence of collisions and injuries to reduce the potential for injury for both MCFRS employees and County residents.
 - Produces a quarterly dashboard report of safety metrics to keep MCFRS personnel aware of injury and collision trends; thus increasing employee safety/awareness and assisting in the development of preventative measures.

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- The MCFRS Fire/Rescue Occupational Medical Section:
 - Conducts annual physicals for all MCFRS personnel; thus ensuring compliance with NFPA Standard 1582 and OSHA requirements. In addition, medical problems unbeknownst to the individual can be identified so that appropriate treatment can be sought.
 - Conducts annual self-contained breathing apparatus fit-testing for all MCFRS personnel that are required to use respiratory protection; thus ensuring compliance with OSHA and NFPA requirements.
- The MCFRS Training Section plays a key role in risk management for firefighter-rescuers. See entries below under "Mandatory Employee Training."
- The Office of the Fire Marshal inspects all County buildings for fire and life safety requirements of County Code. Several fire stations have been brought up to code for life safety compliance issues; thus increasing employee and visitor safety and reducing labor concerns.
- Operations personnel conduct home visits to assist residents in assuring that smoke alarms are working and properly installed as well as to provide them specific training and practice in residential fire escape planning.
- All elements of MCFRS Community Outreach and Fire Code Compliance work to increase fire safety compliance which, in turn, increases firefighters' and residents' safety by reducing hazards and risk as well as ensuring that fire protection systems function properly.
- The Risk Reduction and Training Services Division has an aggressive program in place for training drivers and evaluating risk associated with emergency vehicle collisions. MCFRS has implemented a number of critical innovations to reduce the occurrence of collisions; thus reducing the potential for injury for both MCFRS employees and other motorists.



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3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Under Construction) (Source: Department)

b) XX% of those identified key position/functions have developed and implemented long-term succession planning (Under Construction)(Source: Department)

- Succession planning for uniformed employees is somewhat restricted due to the merit system competitive promotional process. Candidates are promoted based on where they reside on the promotional eligibility list. “Well Qualified” candidates typically are promoted before “Qualified” candidates; however, diversity of the senior staff continues to play a key factor when promoting employees into leadership roles. The DROP program for those nearing retirement is a valuable tool when determining vacancies up to three years in advance, allowing time to groom and train successors. This advance notice enables potential successors to shadow incumbents so they are well versed when the incumbent retires.
- The Operations Division continues to assign and share relief Battalion Chiefs to selected administrative duties. In doing so, incumbent Battalion Chiefs are introduced to administrative and business practices; thus preparing them for future opportunities in the department, including vacancies when retirements occur.
- The best opportunity for succession planning involving the department’s civilian (i.e., non-uniformed) staff is when the incumbent has announced their intention to retire or resign well in advance of the required two-week minimum notice. In these cases, it may be possible to hire the replacement before the incumbent retires/resigns and have a period of overlap whereby the incumbent transitions duties to their replacement. Another scenario involves the use of a knowledge transfer contract whereby the recently resigned individual is hired back for a short time period to convey their knowledge of the position’s duties and inherent characteristics to the newly hired or newly promoted individual. MCFRS has utilized knowledge transfer contracts twice during FY13 - for transferring knowledge concerning the procurement process and PSTA operations. Either of these two approaches makes possible a smooth transition of job duties from the incumbent to their replacement. These succession planning opportunities do not occur with great frequency due to insufficient funds for short-term overlapping of positions and/or for knowledge transfer contracts.



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4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

XX% of MCFRS employees have fulfilled mandatory County/State/Federal training requirements (Under Construction; see data below)

Mandatory training prescribed by OHR:

- Due to increased workload and limited staff time availability for training, a small percentage of uniformed and civilian personnel have attended mandatory training prescribed by OHR. This is further complicated by the limitations of overtime and need for maintaining minimal on-duty staffing levels.
- In view of the above factors and limitations, the goal for FY13 is for at least half of MCFRS managers – both civilian and uniformed – to attend County/OHR-mandated training expected of County managers. Personnel who have completed the mandatory OHR training will be better prepared to perform as managers and better positioned for compliance with federal, State, and local laws.

Mandatory training prescribed for uniformed personnel by MCFRS included:

- Risk Assessment Training: Awareness training of the risk fire-rescue personnel face and acceptable tactics for controlling future fire-rescue incidents. This training is expected to have a positive impact on the number of future firefighter injuries and deaths from fire or building collapse.
- In-Service Training: This training will develop and reinforce competencies for conducting a "Mayday" and self-rescue. Another component is "flashover" training using the PSTA's Flashover Simulator. This training will teach all personnel the signs of a flashover and how to control it and reduce the chance of being injured or killed in a flashover event.
- Command Officer Training: Involves a scenario with a single-family dwelling fire and a "Mayday" involving two firefighters who fell through the floor into the basement. Over the past five years, MCFRS has experienced five firefighters falling through floors and being injured due to newer lightweight construction and extreme heat build up from increased use of plastics in construction materials, furnishings, appliances and other products. This training opportunity presented a pass/fail test for incumbent chief officers to hone their command skills.
- Mandatory Health Insurance Portability and Accountability Act (HIPAA) training has been conducted for all personnel that have access to confidential patient information associated with EMS incidents. This helps to ensure MCFRS personnel are treating this sensitive information appropriately and in accordance with federal and State laws.



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5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR (Source: Department provides and CountyStat validates)

	African Amer	Native Amer	White	Asian	Hispanic	Other
MCFRS	13.8%	1.1%	76.8%	2.1%	6.2%	N/A

- MCFRS continues to work toward a department reflective of the community served. In recent years, significant efforts have been made to increase the pool of qualified minority and female candidates.
- With a new contract/vendor in place to provide the MCFRS entrance examination, the exam has been nationally validated for having no negative impact on any group and is anticipated to provide MCFRS with outstanding candidates for recruit classes. The results will provide for a “blind” list of the most qualified candidates which has been effective in providing a greater opportunity for minority candidates.
- As of September 2012, minorities and females comprise 21% of the officer ranks. This percentage is slightly less than that previously reported (22%) though, due to the fact that these numbers are generally not very large, even the retirement of one individual is reflected in a percentage change. The department remains focused on increasing this figure, and in July 2012, the department, for the first time, promoted a female to the rank of Division Chief.
- Promotion is dependent upon time-in-grade at each rank as well as required education. As minority/female employees gain experience and time in grade, they will be competitive for future promotions; thus increasing the diversity at all levels within the department.

MFD Procurement: refer to or attach summary yearly report prepared by DGS (Source: Department provides and CountyStat validates) ([Link](#) to report)

- MCFRS has been impacted by the lack of MFD vendors that can provide the highly specialized and unique fire, rescue, and EMS equipment/supplies purchased by the department. Historically, MFD businesses had not entered into this specific marketplace. Whenever possible, MCFRS works with the Office of Procurement to identify portions of a contract to-be-awarded that can utilize a MFD firm.
- Recent statistics show the difficulties MCFRS experiences in awarding procurements to MFD firms. In FY10, 2.1% of MCFRS procurements were awarded to MFD vendors. In FY11, that number dropped to 0.95%; however, in FY12 it increased to 3.1%. This latest percentage is well above percentages the department has historically reported. For example, between FY07 and FY09, the department’s percentages were less than 2%.
- MCFRS will continue working closely with the County’s Office of Procurement to identify MFD firms that can provide goods and services required by MCFRS and to identify innovative ways in which these firms can share in the department’s procurement expenditures. However, until more MFD firms enter directly into the fire, rescue, and EMS marketplace, it will continue to be a challenge.



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6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program. (Source: Department)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction. (Source: Department)

- The Emergency Medical Services (EMS) Transport Reimbursement Law went into effect in Montgomery County on January 1, 2013. The law gives the County authority to bill insurers for EMS transports, with the transport fee waived for those patients without health insurance. The County expects to collect approximately \$18 million annually in revenue, with 100% of this money going directly to the Fire and Rescue Service to be used for purchasing apparatus and equipment, hiring additional EMS providers and firefighters, and reducing response times.
- MCFRS is a major participant in the Public Safety Systems Modernization (PSSM) project along with other County public safety departments and DTS. PSSM has four components: 1) P25 and narrow band- compliant mobile and portable radios, 2) enhancements to radio system infrastructure, 3) replacement of the computer-aided dispatch system and mobile data computers, and 4) replacement of the fire station alerting system.
- The MCFRS Procurement Section transformed the fire-rescue purchasing process from a decentralized approach involving 20 different entities (19 LFRDs and the County) to a centralized process entirely at the County level. All components of procurement, from the exemption process through ordering and invoice payment, are now consolidated. This will continue to improve the efficiency of the procurement process and provide greater accountability. Through an innovative approach, supplies used at MCFRS work sites are being ordered by the MCFRS Procurement Section through a Public School's contract rather than a separate contract; thus reducing procurement costs and contract management costs. This contract is now widely used throughout the County by other departments in addition to MCFRS.
- The MCFRS Facilities Section has standardized preventative maintenance across most of the MCFRS work sites so that building systems are being serviced regularly. The Section has also instituted an Integrated Pest Management program to address an outbreak of bedbugs and ensure that all sites receive regular pest control services.
- The MCFRS IT Section has implemented SharePoint capabilities at ten fire stations to replace logbooks. Six SharePoint sites have also been established for various special programs to use for project collaboration. Use of SharePoint increases efficiency as well as transparency with regard to record keeping and project collaboration.

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- The IT Section has developed a new software program which meets the National Fire Incident Reporting System (NFIRS) reporting requirements for MCFRS. The “Fire App” program was developed by the MCFRS IT staff and has replaced an outside vendor’s product which was no longer meeting MCFRS needs. The IT staff will continue expanding this software to meet various needs of the department, including EMS Section, FEI, and Code Compliance.
- Due to budgetary restraints, recruits accepted into two FY12 recruit classes conducted by the MCFRS Training Section were required to possess prior training and certifications (a.k.a., “trained certified personnel” or “TCPs”). The fact that TCPs already held Firefighter II and Maryland EMT-B certifications allowed MCFRS to shorten class time to 8 weeks, compared to a full length, 26-week class; thus resulting in considerable cost savings.
- The Operations Division, working closely with County Police, continue to work toward the implementation of universal call takers at the Emergency Communications Center. This important work provides economic and efficiency economies of scale that provide better service to the public through streamlined call processing times.

7) **Collaborations and Partnerships:**

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) *Total \$\$ saved by through collaborations and partnerships with other departments (Under construction) (Source: Department)*

b) *List your accomplishments and/or expected results (Source: Department)*

- The Division of Volunteer Services continues its longstanding collaboration with the Montgomery County Volunteer Fire and Rescue Association to increase the number of trained volunteer fire-rescue personnel serving local fire and rescue departments; thus allowing MCFRS to better manage overtime costs associated with apparatus staffing.
- During FY12, members of the Operations Division participated in two different live research burns as invited guests in collaboration with the National Institute of Standards and Technology, Underwriters Laboratory, and the New York City Fire Department. These full- scale burns, funded by a fire research grant, are providing important information on fire behavior and suppression tactics directly related to flow path ventilation and the use of compressed-air foam as a suppression agent.

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- Fire and Explosives Investigations works routinely with the County Police Gun Unit to successfully foil, apprehend, arrest, and bring to trial potential domestic terrorists. Other agencies involved in these activities include: FBI, ATFE, and Secret Service.
- Fire Code Compliance engineers have continued a proactive stance in addressing fire department access problems in the northern County. Partnerships have been established with DPS, DOT, and M-NCPPC in this effort to ensure adequate emergency access while at the same time staying within the boundaries of developmental requirements of the Planning Board. Staff meets regularly with community groups to explain the requirements and elicit input.

8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 11% decrease in print and mail expenditures (Source: CountyStat)

b) 125% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)

c) List your accomplishments and/or expected results (Source: Department)

- All new fire stations in the County since 2009 have been built to Leadership in Energy and Environmental Design (LEED) criteria and are LEED-Silver certified. Travilah Station 32, currently under construction, will be LEED-Silver certified as well. These stations have been designed and built to be energy efficient and environmentally friendly ("green") to minimize their impact on the environment.
- In coordination with the MCFRS Fleet Section's Fuel Management Replacement System, the MCFRS Facilities Section has coordinated the removal of underground fuel tanks at 20% of MCFRS worksites. Tank replacement prevents environmental problems that were becoming a factor with aging underground fuel tanks.
- MCFRS continues its effort to recycle and use less consumable products. A drinking water system has been established at all worksites which lessens the practice of employees using non-reusable plastic water bottles. In addition, recycling bins and collection of recyclables are provided at all worksites to encourage recycling.
- The Office of the Fire Marshal makes maximum use of digital communication technology to make historical data and reference information available to inspectors in remote work sites. In addition, digital photography and text message transmissions are used to confer with other staff for opinions on how to approach a problem. Use of these technologies reduces the need for personnel in the field driving back to the office to confer with colleagues; thus saving fuel and reducing emissions.